



Faculty of Cognitive Sciences and Human Development

**Competency Profiling: Factors Relating to Employee Competency and
the Role of Technological Change as Mediating Factor in Selected
Agencies in Kuching, Sarawak**

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**Master of Science
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Competency Profiling: Factors Relating to Employee Competency and the
Role of Technological Change as Mediating Factor in Selected Agencies in
Kuching, Sarawak

Nadri Aetis Heromi Bin Basmawi

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ABSTRACT

This study aimed to investigate factors that contribute towards employee competency in selected agencies in Kuching, Sarawak. This is a survey design study using mixed method in order to investigate the factors in details. This study involved two different organizations which are energy supply-based industry and a government institution. A simple random sampling approach adopted in selecting respondents for quantitative approach while the purposive sampling technique was used to choose informants for the qualitative approach. There were 8 factors involved for quantitative approach which were personality, teamwork, work life balance, peer support, organizational culture, change management, work experience and dependent variable is employee competency. As for qualitative study, there were four research objectives that run parallel with the quantitative objectives. For quantitative approach data analysis four types of analysis were involved namely T-test, ANOVA, Pearson Correlation Coefficient and Structural Equation Modelling (SEM) which is for the model development. Content analysis is used in qualitative data analysis. The results from quantitative study showed that there are high positive correlations among the constructs and as for differences also the findings showed different pattern from pervious study due to local context and culture. The qualitative findings supplement and compliment the quantitative findings. In conclusion, internal and external factors are significant in order to measure employee competency levels and which suit the need of organization also were able to meet the demand from the market.

Keywords: Competency profiling, employee competency.

Profil Kompetensi: Faktor-Faktor yang Berkaitan dengan Profil Kompetensi dan Peranan Perubahan Teknologi sebagai Faktor Mediator di Agensi Terpilih di Kuching, Sarawak

ABSTRAK

Kajian ini bertujuan untuk mengkaji faktor-faktor berkaitan yang menyumbang kepada kompetensi pekerja di beberapa industri terpilih di Kuching, Sarawak. Kajian ini berbentuk survei yang melibatkan kaedah campuran bagi mengkaji faktor-faktor yang berkaitan secara mendalam. Kajian ini melibatkan dua buah organisasi berbeza daripada industri berasaskan tenaga dan sebuah agensi pendidikan kerajaan. Teknik persampelan secara rawak digunakan untuk kaedah kuantitatif dan persampelan tujuan untuk kaedah kualitatif. Terdapat 8 faktor yang berkaitan dikaji untuk kaedah kuantitatif: personaliti, kerja berkumpulan, keseimbangan kehidupan dan kerja, bimbingan rakan sekerja, budaya organisasi, perubahan pengurusan, pengalaman pekerjaan dan pemboleh ubah bersandar adalah kompetensi pekerja. Bagi pendekatan kualitatif, terdapat empat objektif kajian yang selari dengan kaedah kuantitatif. Empat bentuk analisis digunakan untuk menganalisis kaedah kuantitatif yakni ujian - t, ANOVA, Pekali Korelasi Pearson dan Structural Equation Modeling (SEM) yang khusus untuk pembangunan model. Dapatan kajian kuantitatif menunjukkan bahawa terdapat perkaitan yang positif di antara konstruk dan bagi ujian perbezaan juga terdapat perubahahan dari segi pola perbezaan daripada dapatan kajian lepas. Dapatan dari pendekatan kualitatif menyokong dan mendokong dapatan kuantitatif. Kesimpulannya, faktor dalaman dan luaran amat penting bagi mengukur tahap kompetensi pekerja dan berkesesuaian dengan keperluan organisasi serta mampu memenuhi kehendak pasaran.

Kata kunci: *Profil kompetensi, kompetensi pekerja.*

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CHAPTER 1

INTRODUCTION

1.0 Overview

The purpose of this study is to explore into competency profiling also the factors affecting employee competency and employee profiling in selected agencies in Kuching, Sarawak. Competency profiling is a technique to recognizing precise skills, knowledge, attitude and behavior essential to fulfill a job (Woodruffe, 1993). In most profitable industry its definitive objective is to offer the value to the external shareholder and stakeholder.

In classifying competency, numerous organizations makes a dichotomy between competencies, which refer to desired individual traits and behavior competency, which are the knowledge and skills required to bring about performance enrichment. In this study competency element are divided into eight (8) domains which are personality, teamwork, working experience, organizational culture, change management, peer support, work life balance and technological change. This study is addressing general competency in selected agencies in Kuching, Sarawak.

This study consists of 17 quantitative objectives and 4 qualitative objectives. Primary method of this study is quantitative method whereby secondary method is qualitative method. Structural equation modeling, t-test, ANOVA and correlation matrix was used to analyses the quantitative method. Meanwhile for qualitative method content analysis was used to analyses the findings from qualitative method.

This study provide competency model that affecting employee competency. The main element in the model tested are teamwork, organizational culture, change management, work experience, technological change as a mediator, and employee competency.

1.1 Background of the Study

Competency profiling is significant in order to ensure competency levels of the employees are meeting the requirement of the organization. Employee competency levels and performance should be measured in numerical manner, by observation and could be seen as benchmarking for future improvement on specific skills, ability and knowledge. Competency is defined as a clusters of behavioral pattern that essential to carry out a position in order to accomplish related job and task with high competency (Woodruffe, 1993).

This study is crucial for practitioner, organization and even for Sarawak State Government. Sarawak state government is on its transformation journey particularly addressing on high quality employee and talent management under the transformation agenda SCS 10-20 Sarawak Civil Service (Sains, 2013). As far as High quality employee and talent development is concerned, competency profiling act as tools to measure the capabilities human capital that are needed by the state government in order to achieve high income nation and world class civil service. There are lacunae in the practice of competency profiling in Sarawak this is due to lack of study conducted and dynamic change of organization structure as well as the disruptive change that force organization to adapt with today practice.

Unlike any other industries, two industries that involved in this study closely engage with technological change that will disrupt the function and the quality of its productivity. For Sarawak Energy Berhad, competency profiling is imperative in order to ensure all the man power are able to perform their work effectively. In order to do that, other contributing factors need to be consider when performing competency profiling particularly involved with technological change. Poor quality of service will tarnish bad image to the organization.

The essence of organization performance and good quality service is by providing impactful and good practice of competency profiling to the organization. Since Sarawak Energy Berhad one and the only government link company that spearheading electricity, engineering and maintenance work in Sarawak. It's rational and relevant to choose Sarawak Energy Berhad as one of the target population in this study. The impact of this study will give the true image on what is the actual status of competency profiling in Sarawak context.

For Polytechnic College of Sarawak, the need of competency profiling is also significant in order to provide high skills training man power for Sarawak. Polytechnic College in Malaysia produce more than 35000 graduate that hold diploma level yearly in average (Utusan, 2018). As a place for technical education hub it is important for Polytechnic to ensure its employee are competent and high quality of employee in order to support the need of government transformation plan particularly for Sarawak.

The critical issue for Sarawak Energy Behad and Politechnic College Kuching are lack of competency profiling study, disruptive change that influence technological competency, internal factors that related to this study and competency issue among the

employee from both organization. To support this statement, the preliminary interview done in the beginning of the research in order to safeguard the suitability of the study.

This study targets a Polytechnic College (one public institution) and Sarawak Energy Berhad which are both located in Kuching, Sarawak. The selected agencies in this study are one of the government agencies that is successfully operating and established locally which focus on delivering knowledge, educating, and talent development for potential worker which emphasizes on vocational and technical skills that are required in today's market. Meanwhile the Sarawak Energy Berhad is a government linked company that is operating and focusing on developing and maintaining the distribution of electricity in Sarawak.

In order for these agencies to successfully carry-out its mission and vision, internal and external factors should be put under consideration in order to ensure employee in the organization are competent. Internal factors in this context mean the other indicators that influence human capital for example what trigger employee competency. This study will benefit human resource practitioners and organization in term of competency identification and talent identification. The need of this study should be align with organizational interest.

1.2 Problem Statement

Global rivalry, technological disruption and demand are crafting a more knowledge concentrated, tempestuous, and multifaceted and undefined organizational setting. Crafting new methods of competitive benefit has become a main part of distress for management in such an undefined and competitive organizational setting. In the modern world, factors that relate towards competency and performance have always become the major obstacles that

hinder organization to produce competent employees that is fit in dynamic industrial movement. As a result of the technological change and forces from the market, organization need to adapt, align to its objectives and strategy in order to encounter changes and global economic disruption. A study done in the local university in Malaysia (Rahman, Abdullah, Agus and Rahmat, 2007) showed that there were vast gaps between the level of competencies in organization and the level of importance on competencies selected in organization.

In addition, the study also found positive correlation between the personality traits and the levels of competencies. Generally, these findings are consistent with the findings from other studies done by Nirachon and Faridah (2011). Some organization only measure employee competency based on knowledge, abilities and skills and did not include other indicators that contribute towards employee competency. Take for instance technological advance, personality and change management. Employee and organization are required to meet the changes that are necessary in order to meet the demand from the global market.

Factors that trigger employee competency could be based on the change on demand of the job, organization structure, culture, dynamic change on the market demand and economic factor. These factors associated with the objectives of the study.

Thus, competency profiling is necessary in order to help organization to overcome forces from the market and technological changes. The need of this study could help organization to understand the significance and implication of competency profiling in the organization. Over the past ten years, numerous organization and governmental institution highlighted the issues such as organizational transformation, performance management, employee development and succession planning by the implementation of competency